MEANING OF ORGANISATIONAL COMMUNICATION

Organizational communication is defined by the researchers as follows:

According to Wilson, Goodall and Waagen, "Organizational communication is an evolutionary, culturally dependent process of sharing information and creating relationships in environments designed for manageable, cooperative, goal-oriented behaviour."

According to Tortoriello, Baltt and De Wine: "The flow and impact of messages within a network of interactional relationship."

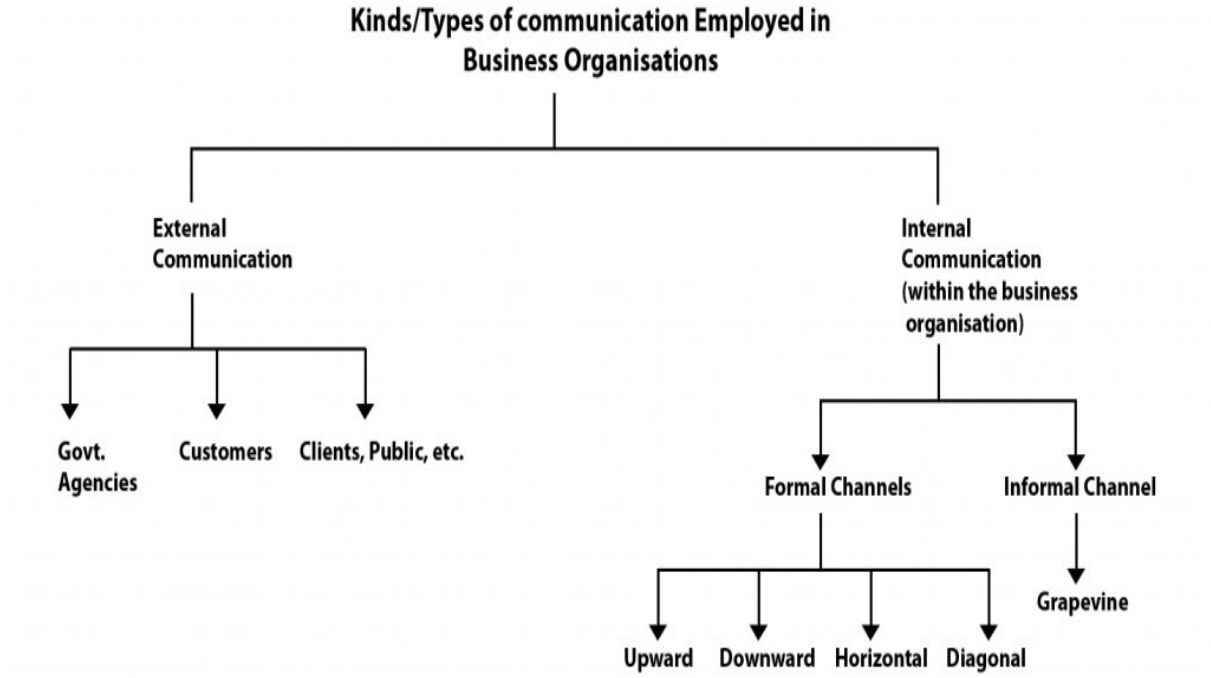
According to Goldhaber: "Organisational communication is the process of creating and exchanging messages within a network of interdependent relationships to cope with environmental uncertainity."

NEED OF ORGANISATIONAL COMMUNICATION

All organisations are primarily people-centric, be it product-based or service-based. However, the greater the communication orientation, the greater is the people-centricity. All organisations, essentially and irrefutably, are wholly people-based.

Yet, most organisations underestimate the need for communication, to 'see' new ideas or an existing idea in a new form or content. The need for direct, consistent and content communication is essential for people to feel that they are part of the organisational process. For insistence, management will know it has full support when the people start to drive the change process themselves. The potential for organizational performance will be achievable when people participate in business processes, and the ongoing techniques and addressed and conjunction.

In a business context, all communication can be divided into two categories namely, External Communication and Internal Communication.



INTERNAL COMMUNICATION

Internal communications (IC) is the function responsible for effective communication among participants within an organization. In a business context, all communication can be divided into two categories namely, External Communication and Internal Communication.

Every organization has the necessity to maintain appropriate communication with its branches, staff and employees. This is generally called internal communication. Internal communication is an essential feature of an organization's administrative structure. In modern times, the Human Resource Department plays an important role in maintaining internal communication.

In the new millennium, particularly in the context of globalization, business has become highly competitive. Business houses have the need to maintain good channels of internal communication. The central organization or corporate office should keep its branches well informed of new policies and policy changes. The growth in business, the future projections for business, increased specializations make a great demand on the central office to maintain an uninterrupted flow of internal communication. Employees need to be motivated and exposed to

the business objectives and ethical ideas of a company so that they get an involvement in the work they do. Employees on production line should be aware of the targets so that they overcome obstacles. Even the shifting of the canteen and a re-adjustment of the lunch-breaks and tea-breaks have to be informed well in advance to the employees. In turn, employees should be able to tell people at higher levels their grievances, expectations and difficulties. Effective internal communication forges a strong bond between the employees and management, promotes co-operation among different sections in an establishment. It remove's misunderstanding and aids the growth of the organization at a desirable and optimum level. Internal communication in short, ensures involvement of all the people without alienating any section.

Internal communication is the glue that binds together an organisation's employees with its values and objectives.

Internal Communication – also known as Employee Communication – is at its most basic, facilitating strategic connections and conversations within your organization. This communication takes place between leaders, managers and employees – or peer-to-peer, from leader-to-leader or employee-to-employee, for example. And when it's smart, this Internal Communication ensures your people are committed to achieving ground-breaking business results, by helping improve collaboration, productivity and performance. It empowers them to deliver your business strategy by supporting the beliefs, behaviors and culture that shape this – and your company's future. It means that when speaking to customers, what employees say is positive – and increasingly, so is your brand and reputation. In modern times, the Human Resource Department plays an important role in maintaining internal communication.

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Downward Communication

Downward communication means the flow of communication from the top echelon (level or rank) of an organisation to the lower levels of employees. Downward communication not only recognizes and accepts a hierarchical structure but also is based on the assumption that people at the higher level have the ability and authority to direct the employees on all do's and dont's. Downward communication has its own shortcomings, if it is not complemented by other directional communications. The shortcomings will be pronounced if an organization adopts only unidirectional communication namely downward communication. Downward communication, if practised without complementing it with upward communication, will fail because it accepts the premise" The boss is always right". Moreover, it may get delayed or distorted as it goes down through the various levels of the hierarchical set up as all decisions are taken without any proper feedback. But it helps in creating an awareness among employees of the objectives, targets and goals. It also helps in establishing a certain authority in the organization and discipline. In the armed forces and police department, mostly, only downward communication exists.

Upward Communication

Communication maintained from lower level of employees to higher-ups is called upward communication. Upward communication gives scope for the employees to offer their suggestions, opinions, make complaints and seek redressal of their grievances. Upward communication helps an organization to receive and reset its objectives at realistic levels. Upward communication may cause ego problems to persons in higher hierarchical positions. It may also lead to meaningless criticisms of the policies by disgruntled employees. But on the whole, modern management recognises the need for healthy upward communication to make the organization responsive to suggestions and ideas. Some organizations invite the opinions of personnel at the lower level.

Horizontal / Lateral Communication

The interaction among peer groups is called horizontal communication. Inter departmental communication is also horizontal communication. Sales department, production department, quality control department and the stores department have to constantly interact and coordinate among themselves. Horizontal communication leads to a better understanding among individuals and departments, cooperation and coordination.

Diagonal or multi-directional Communication

Diagonal communication means the use of upward, downward and horizontal communication. It is a healthy practice not to depend on any one mode. Diagonal communication leads to better feedback at all levels. It promotes understanding, motivates employees and gives a sense of belonging and involvement to all people at all levels. But such communication should not be allowed to degenerate to a meaningless criss-cross communication which will lead to chaos and confusion. All modes have to be maintained at the appropriate and optimum level.

Formal and Informal Channels of Communication

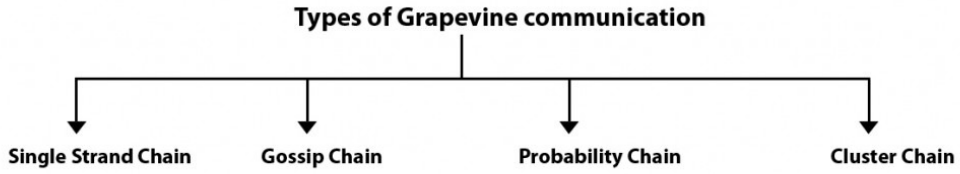
Every business organization adopts some formal channels of communication which may be upward, downward, or horizontal or all the three. They are usually in the form of notices, announcements, reports, official or demi-official letters, advertisements, etc. Formal channels are officially recognised and organised. They make the working of the organisation transparent. They motivate the employees. They provide the necessary feedback. But formal channels operate with some limitations. A continuous maintenance of a formal channel is time and resource consuming. At ordinary times, they exist for their own sake without any objective, as a formality and routine. Sometimes, free flow of information gets affected by personal factors.

Grapevine

Large organizations, where there are a large number of people working closely, generate certain informal or unofficial channels of communication. These channels exist with or without official patronage. Even if they are officially and secretly patronised, they are not authentic. This type of communication is generally called “Grapevine” communication. Grapevine communication is an

informal, unofficial, horizontal channel of communication because generally peer groups participate in it.

Types of Grapevine Communication



Grapevine communication is of four different types. It can seep from individual to individual in a strictly linear fashion. Information takes time to spread in this fashion. It is called Single Strand Chain.

In some situations, an individual goes around communicating the message / information he thinks he has obtained. This is called Gossip Chain. The listeners are a chosen few only. In some other situation, an individual passes an information without any restriction to all those with whom he comes into contact. This is called Probability Chain and the information / message passed on may be interesting but not important.

In yet another situation, one person communicates to a few chosen associates who in turn communicate the same to yet another group. This is called Cluster Chain

STATEMENT OF PROBLEMS

Communication has become the backbone of organisations. No business organisation can survive or exists without communication. This study attempts to explore the factors relating to internal communication that effect employees' performance in print media houses. We know communication plays a very significant role in any of the organization. In print media houses proper communication is very essential. A single mistake or wrong information circulated in organisation can bring disastrous and unexpected problems or make things worse and it will adversely affect the organization and employees' performance. In any organization, the main problem is of maintaining effective and proper communication process. Although print media houses are important in any way, it seems that there are invisible problems related to communication like it may result in conflicts in inter-personal relationships, stress, poor time management, frustration, hampers personality development of employees, adversely affect employees' performance, morale and commitment. A large number of researches exist on the topic but much had not checked the impact of internal communication on employees' performance in print media houses.

COMPANY INTRRODUTION

- **DAINIK BHASKAR**

  Dainik Bhaskar is Indian Hindi-language daily newspaper. It has the third-highest circulation in India according to Audit Bureau of Circulations. It is owned by Dainik Bhaskar Group (D.B. Corp Ltd.), the largest Print Media Company of India. It was started in year 1958 from Bhopal, the capital city of Madhya Pradesh. In 1983, it commenced its ambitious journey of expansion with the launch of Dainik Bhaskar's Indore edition. It expanded its presence to 14 states in 4 different languages namely Hindi, Gujarati, Marathi and English. Currently, in Hindi markets under flagship newspaper "Dainik Bhaskar" it is present in 12 states with 37 editions.

- **THE TIMES OF INDIA**

  The Times of India (TOI) is an Indian English-language daily newspaper. It is the third-largest newspaper in India by circulation and largest selling English-language daily in the world according to Audit Bureau of Circulations (India). According to the Indian Readership Survey (IRS) 2012, the Times of India is the most widely read English newspaper in India with a readership of 7.643 million. This ranks the Times of India as the top English daily in India by readership.

  It is owned and published by Bennett, Coleman & Co. Ltd. which is owned by the Sahu Jain family. In the Brand Trust Report 2012, Times of India was ranked 88th among India's most trusted brands and subsequently, according to the Brand Trust Report 2013, Times of India was ranked 100th among India's most trusted brands. In 2014 however, Times of India was ranked 174th among India's most trusted brands according to the Brand Trust Report 2014, a study conducted by Trust Research Advisory.

- **RAJASTHAN PATRIKA**

  Rajasthan Patrika is an Indian Hindi-language daily newspaper. It was founded by Karpoor Chandra Kulish in 1956 and published as Rajasthan Patrika in Delhi and Rajasthan, and as Patrika in 6 other states. As per Indian Readership Survey 2013, Rajasthan Patrika and Patrika together emerged as the No. 4 newspaper in India and No.1 in Rajasthan and Madhya Pradesh.

- **HINDUSTAN TIMES**

  The Hindustan Times was the brainchild of the Akalis who felt that a newspaper in English would enable them to reach an audience other than the Punjabi-reading one. This was in the year 1922. From the outset the newspaper was set up to oppose the British. The Hindustan Times finally came into being on September 1924 and was inaugurated by Mahatma Gandhi. The newspaper was to become a premier nationalist newspaper of the

capital in the turbulent years preceding independence. From a humble beginning in a three-storey building, the company has expanded its operations from print to other media channels like radio, internet, events and marketing, and strategic partnerships, as part of its endeavour to establish itself as a giant media conglomerate in the present times. Produced by an editorial team known for its quality, innovation and integrity, Hindustan Times (English newspaper) and Hindustan (Hindi newspaper through a subsidiary Hindustan Media Ventures Limited),Hindustan Times is the choice for nearly 3.7 million readers across India, who turn to it daily for news, information, analysis and entertainment. Hindustan, the group's Hindi daily, continues to be the second-largest daily in the country with a total readership of 36.6 million,(based 0n Indian Readership Survey (IRS) for the first quarter (Q1) of 2011. Both dailies enjoy a strong brand recognition among readers as well as advertisers.

REVIEW OF LITERATURE

S. No.	Author Name	Topic	Journal	Year	Findings
1.	Vedat Zeki Yenen, M. Halil Ozturk, Cigdem Kaya	The Effects of Organizational Communication on Organizational Commitment and an Application	Australian Journal of Business and Management Research	2014	Intrapersonal communication, vertical communication, feedback in communication, horizontal communication and formal communication, which are the determinants of organizational communication, have no impact on the organizational commitment.
2.	C. Balakrishnan and D. Masthan	Impact of Internal Communication on Employee Engagement –A Study at Delhi International Airport	International Journal of Scientific and Research Publications	2013	It was concluded statistically, overall there is significant positive correlation between internal communication and employee engagement.
3.	Verma, Priti	Relationship between Organisational Communication Flow and Communication Climate	International Journal of Pharmaceutical Sciences and Business Management	2013	The Quality Communication creates ideal communication climate. Communication climate influences and gets influenced by the communication patterns chiefly within the organization.
4.	Engin, Elif	The Effect of Communication Satisfaction on Organizational	British Journal of Arts and Social Sciences	2013	A significant relation has been found between communication satisfaction and organizational commitment except for

		Commitment			continuance commitment.
5.	L.S. Erburu, E.S. Ruz & J.R.P. Arboledas	Economic Crisis and Communication: The Role of the HR Manager	Special Issue - Selected papers of the 1st B.S.Lab International Symposium	2013	Communication is the oxygen for the global crisis asphyxia, and the HR managers will have to learn to provide this oxygen to companies as part of their strategic role.
6.	Kukule, Ieva	Internal Communication Crisis and its Impact on Organization's Performance	Caucasian Economic Triangle	2012	An internal communication crisis is directly related to an organizational crisis because there is a big possibility that in the alternative decision-making process, established as a result of an internal communication crisis, employees try to solve organizational problems by involving external stakeholders. Such attempts to involve external stakeholders lead to a very high risk of negative publicity and damages to reputation, which gives the national policy decision-makers an opportunity to expose an organization to threats of liquidation or resource reduction.
7.	Widhiastuti, Hardani	The Effectiveness of Communications in Hierarchical Organizational	International Journal of Social Science and Humanity	2012	The communication o f hierarchical organizational structure face some problems in the role of bureaucracy, its cause

		Structure			the goals of target, programme schedule, some decisions, and also the organization purpose weren't compatible with the expectation. An unequal socialization was also one of the causative agent that due to the long term bureaucratic.
8.	Shipra Agarwal and Ashish Garg	The Importance of Communication within Organizations: A Research on Two Hotels in Uttarakhand	IOSR Journal of Business and Management (IOSRJBM)	2012	Organizations where formal and informal communication exists, "communication within organization " plays a vital role in structuring the organizational activities, objectives, company policies and strategies.
9.	Rajhans, Kirti	Effective Organizational Communication: a Key to Employee Motivation and Performance	Interscience Management Review (IMR)	2012	Employee communications have a crucial role to play in the management effort to reorient employees perplexed by changes, or inform and motivate those who adapt more readily.
10.	Agrawal, Archana	Lack of Communication a Stumbling Block to the Development of an Organisation	International Journal of Social Science & Interdisciplinary Research	2012	The impact of gap in communication will lower the customer's confidence and overall, it will impact growth. It is important to communicate right things at the right time. If

					we communicate strategically and follow the tips for engulfing the communication gap.
11.	Udeoba, Adaonye A.	Effectiveness of Organizational Communication in the Global Age	Mediterranean Journal of Social Sciences	2012	Organizational communication is therefore the flow of materials, information, perceptions, and understanding among the various parts and members of an organization.
12.	Garicano and Wu	Knowledge, Communication, and Organizational Capabilities	Organization Science, Articles in Advance	2012	Depending on the codifiability of knowledge, different communication modes arise as a coordination mechanism to deepen the division of labor, leverage managerial talent, and exploit the increasing returns to knowledge. Organizational processes can be adapted through codes and culture to facilitate coordination; organizational structure can be designed to complement the limitations of human ability.
13.	Pedro Neves & Robert Eisenberger	Management Communication and Employee Performance: The Contribution of Perceived Organizational Support	Human Performance	2012	It reveals that management communication affects performance mainly because it signals that the organization cares about the well-being and values the contributions of its employees.
14.	Ganiyat Omobola and	Impact of Business Communication on	Australian Journal of	2012	*The study found that effective business communication is*

	Rashdidat Kareem	Organizational Performance in Nigerian Companies	Business and Management Research		*emphasized to a reasonable extent in the surveyed Nigerian companies. It was also found that the extent of practices of effective business communication, were related to the category of business (service versus manufacturing) and its size.*
15.	Spaho, Kenan	Organizational Communication as an Important Factor of Company Success: Case Study of Bosnia and Herzegovina	Business Intelligence Journal	2011	The most important role of organizational communications is relationship building. Relationship building will provide strong basis in case of crisis management and help in facing the changes in the organization. This will raise moral of employees and make contribution to strategic goals of the organization.

For the present following review of literature will be used:

Vedat Zeki Yenen, M. Halil Ozturk, Cigdem Kaya (2014) concluded that communication style, which is one of the dimensions of communication, is in positive relation with organizational commitment and it affects the organizational commitment.

C. Balakrishnan and D. Masthan (2013) reveals that the interrelationship between communication and motivation and its overall impact on employee performance. The paper focuses on the fact that communication in the workplace can take many forms and has a lasting effect on employee motivation.

Verma, Priti (2013) reveals the relationship between organisational communication flow and communication climate. This paper aims to present the study of the relationship between communication climate and internal patterns of communication with main focus on vertical communication against professional and organizational background.

Engin, Elif (2013) has made an attempt to study the effect of communication satisfaction on organizational commitment. It was concluded that communication satisfaction affects the organizational commitment.

L.S. Erburu, E.S. Ruz & J.R.P. Arboledas (2013) analyzed the internal (employee-directed) and external (union-representative-directed) communication strategies being applied by the HR managers of Spanish companies in their approach to the economic crisis.

Kukule, Ieva (2012) explained that an internal communication crisis is directly related to an organizational crisis because there is a big possibility that in the alternative decision-making process, established as a result of an internal communication crisis, employees try to solve organizational problems by involving external stakeholders. The aim of this research is to study how internal communication inefficiency can, if at all, lead to organizational crisis.

Widhiastuti, Hardani (2012) has made an attempt to study the effectiveness of communications in hierarchical organizational structure. Goal of this research are to know benefit of implementation of formal communications that found in Hierarchical organizational structure.

Shipra Agarwal and Ashish Garg (2012) reviewed the importance of communication within organizations (A Research on Two Hotels in Uttarakhand).

Rajhans, Kirti (2012) worked on Effective Organizational Communication (A Key to Employee Motivation and Performance). The objective of the present paper is to explore the interrelationship between communication and motivation and its overall impact on employee

performance. The paper focuses on the fact that communication in the workplace can take many forms and has a lasting effect on employee motivation. If employees feel that communication from management is effective, it can lead to feelings of job satisfaction, commitment to the organisation and increased trust in the workplace.

Agrawal, Archana (2012) worked on Lack of Communication a Stumbling Block to the Development of an Organization. In today's competitive world organization faces a lot of competition as well as challenges in decision making. To overcome this, communication is no doubt central skill any manager possesses. It is the link between ideas and action. The situation gets worse when the companies employee as well as internal and external environment have to be informed. Therefore it is necessary to represent the organization realistically to train the specialists of knowledge management.

Adaonye A. Udeoba (2012) focused on how effective organizational communication is in this global economic age. Communication is not a reaction to something, not an interaction with something but a transaction in which man invents and attributes meaning to realize his purpose. Organizational communication is therefore the flow of materials, information, perceptions, and understanding among the various parts and members of an organization.

Garicano and Wu (2012) presents a unified framework to analyze the optimal acquisition, distribution, and coordination of knowledge in organizations, based on recent economic studies of the cognitive aspects of organizations. Communication naturally arises as the most prominent mechanism to coordinate dispersed knowledge and achieve intensive utilization of knowledge. In this knowledge is distinguished on the basis of its codifiability-the extent to which knowledge can be expressed, classified, and transferred. And examining the effects of communicating different types of knowledge on the degree of specialization, the extent of knowledge leverage and the hierarchy of organization.

Pedro Neves & Robert Eisenberger (2012) reveals that management communication affects performance mainly because it signals that the organization cares about the well-being and values the contributions of its employees. This study used a cross-lagged panel design to examine the temporal relationship between management communication and perceived organizational support (POS), and its consequences for performance.

Omobola Ganiyat and Kareem, Rashdidat (2012) reveals the impact of business communication on organizational performance in Nigerian companies.

Spaho, Kenan (2011) worked on Organizational Communication as an Important Factor of Company Success (Case Study of Bosnia and Herzegovina), he reveals that it is not possible to have good human relations without communication. On the other hand effective communication is required not only for human relations but for a good and successful business. In practice there is no organization without communication.

Rao, M.V.A.L. Narasimha (2011) reveals that Understanding cultural values and unique communication styles will be helpful in improving the effectiveness of communication in global organisations. It is very much essential to make the employees to involve in cross cultural training with special focus on cultural diversities and differences in communication approaches and protocols.

Livia Ablonczy-Mihalyka (2009) reveals that in order to communicate in business, to obtain knowledge of practice of the strategies, it is not enough to learn the words and the grammar; it also involves being able to handle the language as the vehicle or the medium of a culture**.** Intercultural and linguacultural competencies should be developed in order to communicate very effectively in multicultural environment. Growth and success in today's global economy depend on being able to work internationally.

Dr. Rashid Saeed, Rab Nawaz Lodhi, Salman Ahmed, Masood-ur-Rehman, Fareha Dustgeer and Amna Sami (2005) stated that the organizational communication is the most effective way to augment the working of any organization. This research is performed to check the role of communication during change in different Organization. The research explains that there is a positive relationship between communication and organizational change.

Paul J.A. Robson and Dennis Tourish (2005) reveals that what senior managers think they should be doing to improve communication in their organization, what they actually do in communication terms, and the high work load which senior managers undertake. This understanding is advanced by using the results of a communication audit which was conducted in a major European health-care organization (HCO) undergoing significant internal re-organization.

Hanna K. Kalla (2005) has examined the multidisciplinary nature of internal communications. If we adopt the view that the employee is the most valuable asset of the corporation or possibly even the only sustainable source of competitive advantage, then the integrated view helps us

comprehend that we need to incorporate all employees to our analysis of internal communications and knowledge sharing.

RESEARCH GAP

An analysis of the above mentioned literature indicates that most of the studies confined mainly that communication is an indispensable part of organization which ultimately leads to success and overall growth and development of employees. Moreover, these studies are related to higher level of organization and a vast knowledge is focused on an International level. No comprehensive study seems to have been undertaken so far that laid its focus on the internal communication and its impact on employees' performance specifically in Print Media Houses and the factors that influence the same. This study is an effort to establish a relationship between the various factors that influence the internal communication within Print Media Houses.

During the period of review of articles, researcher also found that the proper statistical tools were not used properly on the internal communication. The study was not related to Rajasthan region. Therefore, these are the main reasons for selecting this topic for Ph. D research.

JUSTIFICATION AND RELEVANCE

In today's competitive and innovative world it becomes very essential for every organization to survive, to create more & more market share, and importantly mark their own niche. Communication plays a vital role in organization & effective communication system becomes the backbone of every organization. It helps in implementing changes in the organization. It is such a vast area that there has been so many research done on internal communication system. After reviewing some research papers and Articles it has been observed that the studies related to internal communication system are rare in India specially no research has been conducted in Rajasthan in newspaper houses.

In this research, new ideas related to internal communication system will be found with the help of some communication models so that the result may be useful for the employer as well as to the employees. The present study will also be useful to the researchers for further improvement in the field of communication.

SCOPE OF THE STUDY

This research will focus on studying the impact of internal communication system on employees' performance. The comparative study on the topic Impact of Internal Communication on Employee' Performance is based on Media Houses focusing Print Media Houses in Rajasthan. The work will trace the need and importance of internal communication system and its effect on employees' performance in Print Media Houses of Rajasthan.

Objectives of the Study

Followings are the main objectives:

1. To identify the role of internal communication system in the newspaper houses in Rajasthan.
2. To determine the impact of internal communication system on employees' productivity and organizational effectiveness.
3. To study the various functional practices for organizing internal communication system.
4. To compare internal communication system in selected newspaper houses in Rajasthan.
5. To suggest the optimum internal communication system in newspaper houses for organizational effectiveness.

Hypothesis of the study

The study is based on the following hypothesis:

H0: There is no significant impact of internal communication system on employees' performance.

H1: There is significant impact of internal communication system on employees' performance.

RESEARCH METHODOLOGY

The study will be an explorative and descriptive research design. The kind of research is used to describe characteristics of a group, object or individual. The study will be done with special reference to newspaper houses in Rajasthan. The technique of random sampling is being adapted for the study. For this, following tools will be used

Universe

Universe of the proposed study comprises of the print media houses of Rajasthan.

Data Collection

1. Collection of Data

For the present study both primary and secondary data shall be collected:

Primary Data –

- **Questionnaire** will be administered to selected respondents of **newspapers of Rajasthan only.**

Secondary data – Reports of selected companies

- Books
- Annual Reports of the selected companies
- Websites of the selected companies
- Journals
- Research papers/Articles

2. Sampling Design (Evaluation Design)

Sample Type – Random sampling (Probability)

Sample Size: 400 respondents

3. Classification and Tabulation: The data will be classified through tables and diagrams.

CHAPTERISATION

1. Introduction of Internal Communication System

1.1 Meaning of Internal Communication

1.2 Need for Internal Communication

1.3 Objectives of Internal Communication

1.4 Importance & Significance of Internal Communication

1.5 Types of Internal Communication

1.6 Methods of Internal Communication

1.7 Process of Internal Communication

2. History and Development of Organizations

2.1 History of Print Media houses in Rajasthan

2.2 Role of Print Media houses in Rajasthan

2.3 Company Profile

3. Research Methodology

3.1 Statement of Problem

3.2 Review of Literature

3.3 Research Gap

3.4 Justification & Relevance of Study

3.5 Objectives of Study

3.6 Hypotheses

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4.1 Graphical Analysis

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5. Conclusion

5.1 Findings

5.2 Suggestions

5.3 Scope for Future Research

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Appendices

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Questionnaire:

Name:

Age:

Qualification:

Designation:

1. Do you think internal communication system has major role in your organization?
   a.) Strongly agree
   b.) Agree
   c.) Disagree
   d.) Strongly disagree
   e.) Uncertain
2. Do you think internal communication system has an impact on employee's productivity?
   a.) Strongly agree
   b.) Agree
   c.) Disagree
   d.) Strongly disagree
   e.) Uncertain
3. Do you feel internal communication system in your organization system requires some changes for effective working?
   a.) Yes
   b.) No
4. Which communication system do you prefer in your organization?
   a.) Formal communication system
   b.) Informal communication system
5. Do you think internal communication system (ICS) is capable to give you relevant information timely?
   a.) Strongly agree
   b.) Agree
   c.) Disagree

d.) Strongly disagree

e.) Uncertain

6. How effective you find communication system in your organization?

   a.) Effective

   b.) Somewhat effective

   c.) Ineffective

   d.) Somewhat ineffective

   e.) Uncertain

7. Do you think internal communication influences employee's performance in the organization?

   a.) Strongly agree

   b.) Agree

   c.) Disagree

   d.) Strongly disagree

   e.) Uncertain

8. "The communication at the office flows well"

   -**Upward**

   a.) Strongly agree

   b.) Agree

   c.) Disagree

   d.) Strongly disagree

   e.) Uncertain

   -Downward

   a.) Strongly agree

   b.) Agree

   c.) Disagree

   d.) Strongly disagree

   e.) Uncertain

-<u>Horizontally</u>

a.) Strongly agree

b.) Agree

c.) Disagree

d.) Strongly disagree

e.) Uncertain

9. Do you get the internal information via-

a.)	Company's web pages?	Yes	No
b.)	E-mail		
c.)	Outlook corporate calendar		
d.)	Bulletin board		
e.)	Staff meeting		
f.)	Face-to-face conversations with upper management		

10. Estimate the functionality of the following communication aspects with the scale from 1 to 5 (1-poor, 2-weak, 3-adequate, 4-good, 5excellent)

a.) Internal communication between offices	1	2	3	4	5
b.) Internal communication between divisions					
c.) The clarity of internal communication					
d.) The openness of internal communication					
e.) The channels of internal communication					
f.) Overall grade of internal communication					